

Lieutenant General James C. Riley Commandant, USACGSC

Colonel (P) James T. Hirai Deputy Commandant, USACGSC

> Military Review Staff Colonel Melanie R. Reeder Editor in Chief

Lieutenant Colonel George F. Chandler, Jr.

Major Richard D. Procell Editor, Latin American Editions

vacant P. H. Whitten *Editors*

Vaughn Neeld Books and Features Editor

D. M. Giangreco Design Editor

Charles A. Martinson III Art and Design

> Winona E. Stroble Webmaster

Patricia L. Wilson Secretary

Consulting Editors

Colonel Osmario Zan Brazilian Army, Brazilian Edition

Lieutenant Colonel Ruben Palomeque Chilean Army, Hispano-American Edition Lieutenant Colonel Alejandro Arancibia Argentine Army, Hispano-American Edition

By Order of the Secretary of the Army:
Eric K. Shinseki
General, United States Army
Chief of Staff

July B. Hull
ial:

Official:

JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army 0214501

Military Review's mission is to provide a forum for the open exchange of ideas on military affairs; to focus on concepts, doctrine, and warfighting at the tactical and operational levels of war; and to support the education, training, doctrine development, and integration missions of the Combined Arms Center and Command and General Staff College (CGSC).

Professional Bulletin 100-99, Military Review, appears bimonthly. This publication presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of material they provide. Military Review reserves the right to edit material. Basis of official distribution is one per 10 officers for major commands, corps, divisions, major staff agencies, gar-rison commands, Army schools, Reserve commands, and Cadet Command organizations; one per 25 officers for medical commands, hospitals, and units; and one per five officers for Active and Reserve brigades and battalions, based on assigned field grade officer strength. Military Review is available on microfilm from University Microfilms, Ann Arbor, MI 48106, and is indexed by the Public Affairs Information Service

Military Review, The Professional Journal of the United States Army (US ISSN 0026-4148) (USPS 123-830), is published bimonthly by the U.S. Army CGSC, Fort Leavenworth, KS 66027-1254. Paid subscriptions are available through the Superintendent of Documents for \$30

MilitaryReview

Headquarters, Department of the Army Prepared by U.S. Army Command and General Staff College Volume LXXXII — July-August 2002, No. 4 www.cgsc.army.mil/MilRev milrev@leavenworth.army.mil Professional Bulletin 100-02-7/8

CONTENTS

2 Leadership, Commandership, Planning, and Success

by General Bruce C. Clarke, U.S. Army, Retired

Leadership

- 9 Leader Development: TTPs for Working With Union Employees
 by Lieutenant Colonel Holly O'Grady Cook, U.S. Army
- 21 Enhancing the Platoon Leader Experience by Major Steven D. Hart, U.S. Army
- 27 Building Brotherhood for Combat by Major Jonathan Negin, U.S. Army
- 33 Restoring Duty and Honor to the Officer Corps by Major David D. Wisyanski, U.S. Army
- 38 Developing Strategic Leaders by Major Martha G. Granger, U.S. Army
- 46 Battle Command, Decisionmaking, and the Battlefield Panopticon by Major Scott F. Murray, U.S. Air Force
- 52 Team Development in Objective Force Logistics
 by Major Jeffrey W. Drushal, U.S. Army

56 Leader Competency and Army Readiness by Colonel Jon H. Moilanen, U.S. Army

64 Quality Over Quantity—and Hedges
by Lieutenant General Frederic J. Brown, U.S. Army, Retired

Insights

- 70 Training Today's Captains: Why the Gauntlet?

 by Major Steven E. Alexander, U.S. Army
- 71 The Balancing Act: The Saga of Major Smith by Colonel Jack D. Kem, U.S. Army, Retired

Almanac

- 74 Coming Into its Own: The Contribution of Intelligence at the Battle of Alam Halfa by Captain Kevin D. Smith, U.S. Air Force
- 78 The Combined Action Program: Vietnam by Captain Keith F. Kopets, U.S. Marine Corps
- 81 Book Reviews contemporary readings for the professional